

2013-14

Annual Report



'Partner in the Community' Pages 24-25

Tulare County
Sheriff's Department

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Letter from the Sheriff

FY 2013-14 was a year of transition in leadership for the Sheriff's Department. Sheriff Bill Wittman, who led the Department for two decades and is my good friend and mentor, stepped down in October 2013 due to illness. He chose me as interim Sheriff and the Board of Supervisors confirmed that choice. I was elected by the citizens of Tulare County in June 2014.

I consulted Sheriff Wittman often during the long campaign. His advice was invaluable. Of course, he had a lot of experience to draw upon. The Sheriff spent 46 years in law enforcement. His first job was as a reserve deputy at the Contra Costa County Sheriff's Department in 1968. He joined the Visalia Police Department in 1970, retiring as a lieutenant in 1995, the same year he was elected as Sheriff-Coroner of Tulare County. Throughout his long career, the Sheriff remained a champion of rank-and-file law enforcement officers and youth programs. The Wittman Center, a Visalia youth recreation facility, was named for him in recognition of his landmark efforts in working with low-income youth.

Sheriff Wittman's skill in working with state and federal officials helped raise more than \$100 million to enhance public safety in Tulare County. But the quality most Tulare County residents will remember about the Sheriff was that he was a good listener. Whether it be with local residents over coffee in a local café or leaning against a fence post and hearing the concerns of a farmer, the Sheriff was someone who cared. When he got to a podium, his sense of humor could lighten the moment. You felt you had a friend behind the microphone. The Sheriff will surely be remembered as a man of the people he loved to serve.

Meanwhile, the business of the Sheriff's Department continued through this leadership transition and long election campaign. The Department has the funding to build two new jails. But, until those jails are constructed, our jail staff must contend with a rising tide of inmates due to the implementation of AB 109, which sends many offenders who previously served their sentences in State prisons to County jails instead. We're working with Probation, the District Attorney's Office, local courts, and other members of the Tulare County Community Corrections Partnership on alternative-to-incarceration programs to relieve the stress on our jails.

Illegal marijuana production and sales continue to be a multi-billion-dollar problem in our County. The Board of Supervisors has tightened local rules on growing marijuana for medical usage. Our Investigation division, using aerial surveillance to pinpoint suspect grow sites, and with assistance from the County's Resource Management Agency, have continued to battle those growing and selling marijuana illegally in the County. Similar strides have been made in the Department's other units. The Department's staff of more than 700 sworn deputies and support personnel had another year of exemplary service to the residents of Tulare County.

It's all made me very proud to follow in the footsteps of Sheriff Bill Wittman.



Mike Boudreaux

Mission, Vision, and Values

Mission Statement

The mission of the Tulare County Sheriff's Department is to improve the quality of life through professional services and community partnerships.

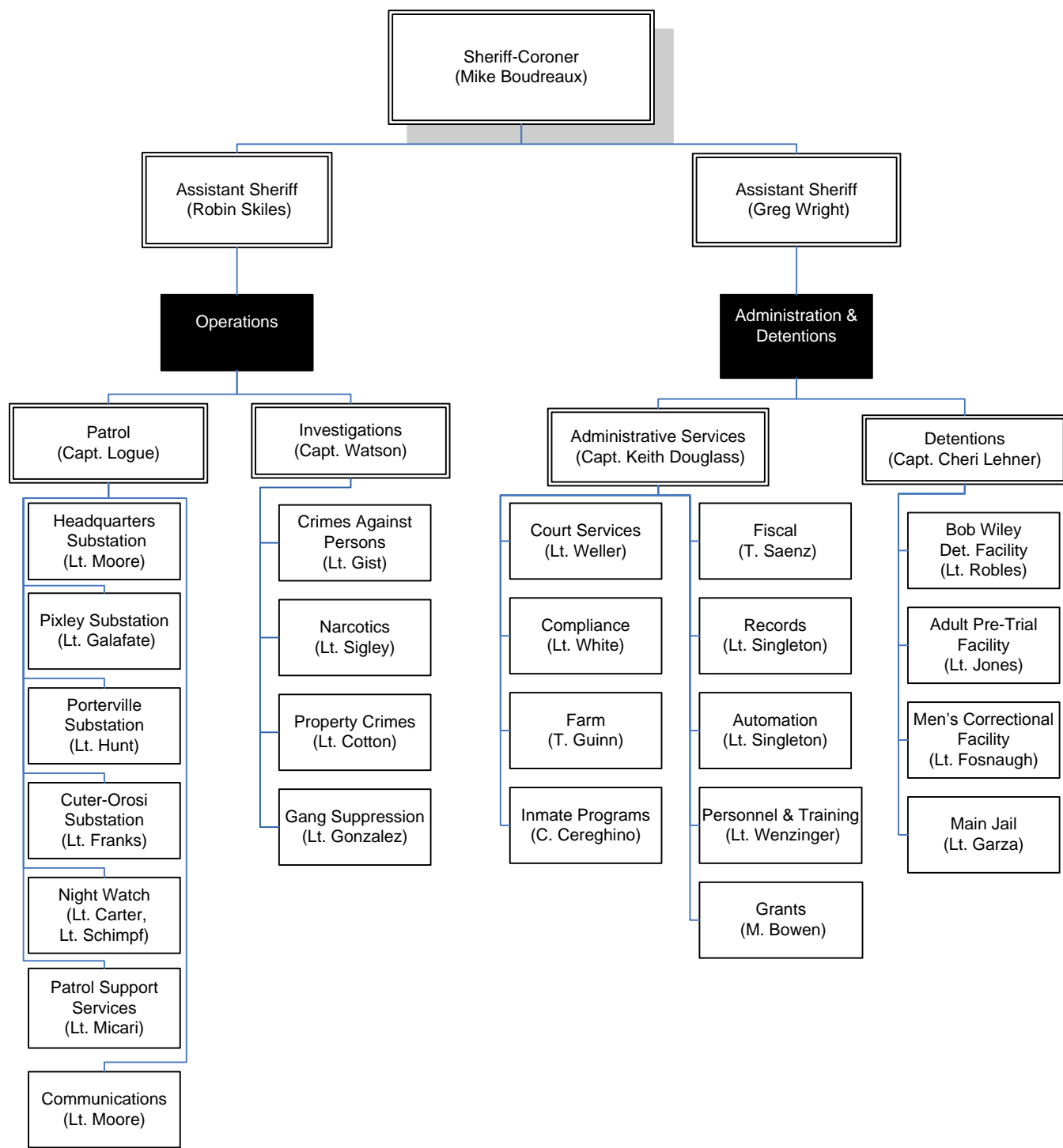
Vision Statement

The vision of the Tulare County Sheriff's Department is to provide quality service to the community and be recognized as the regional leader among law enforcement agencies by utilizing the latest in policing technologies, maintaining professional employees, and demonstrating innovation and operational flexibility.

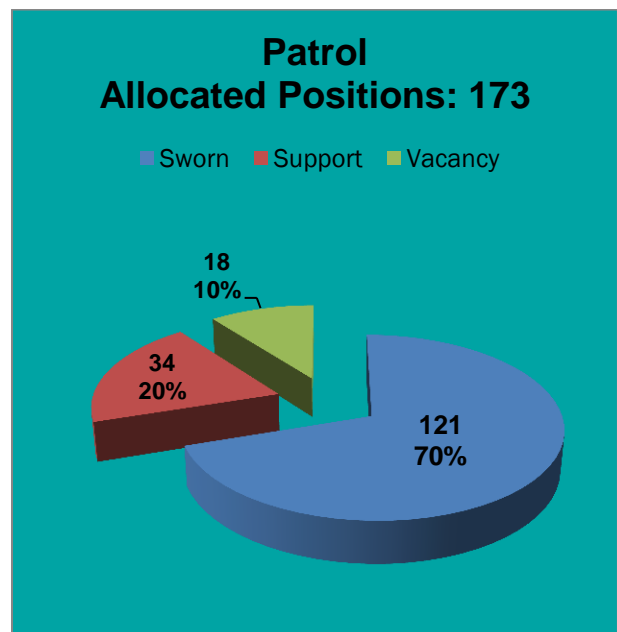
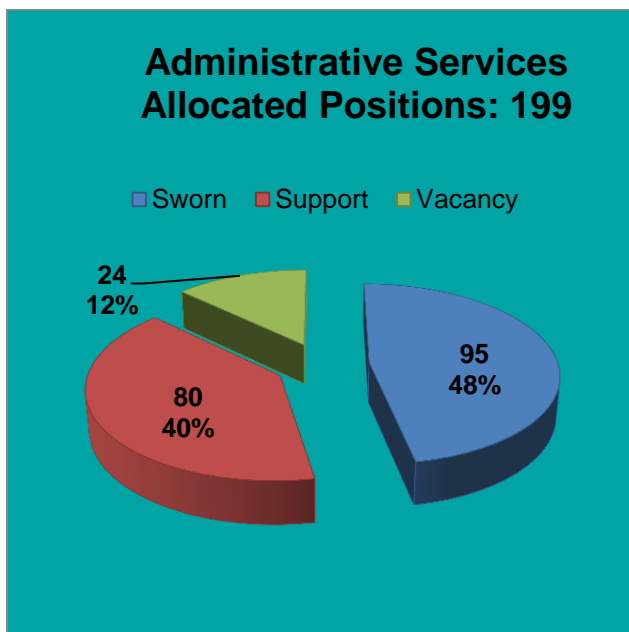
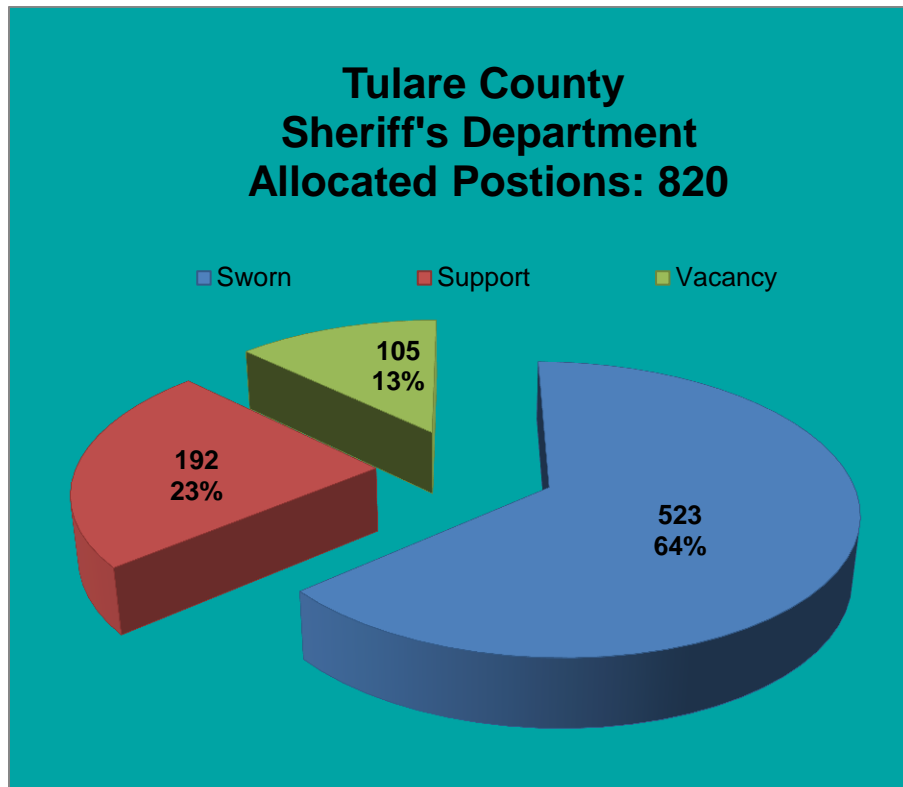
Core Values

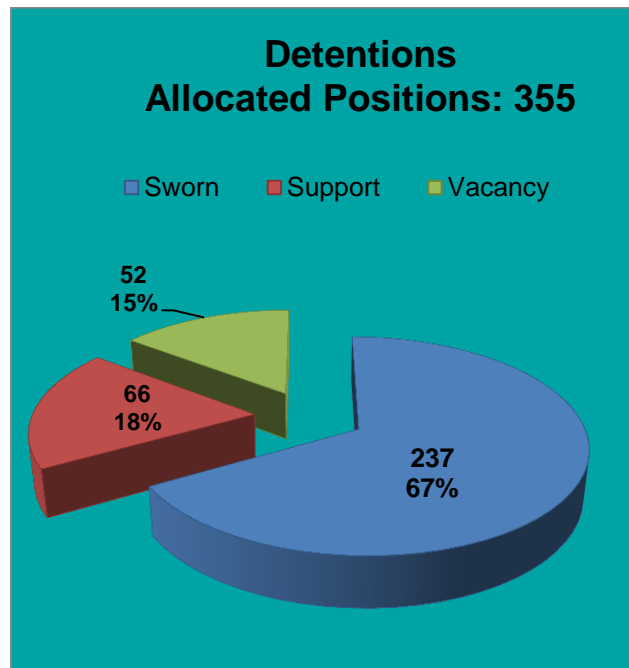
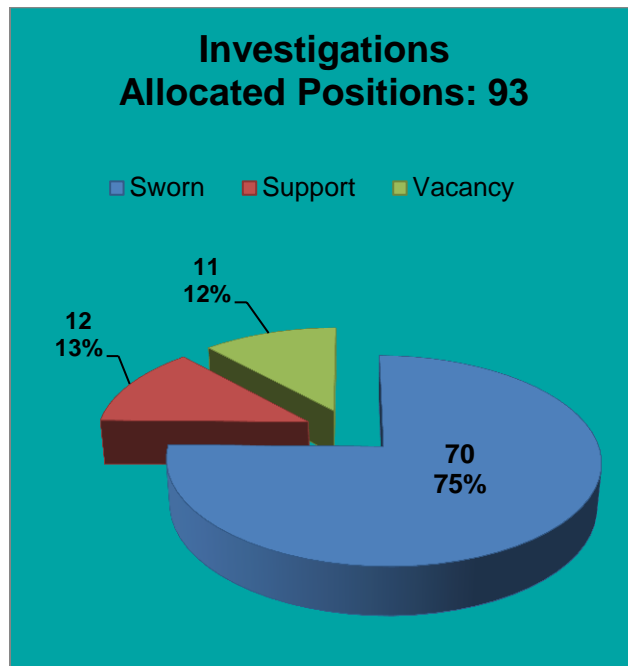
- **Integrity:** We are committed to uphold our position of trust by maintaining the highest ethical standards as set forth in the Law Enforcement Code of Ethics.
- **Community Safety:** We are committed to public safety through community partnerships, preparedness, crime prevention strategies and steadfast enforcement of violations of the law.
- **Customer Service:** We are committed to prompt, professional, and courteous service, unbiased and effective in our response to community concerns.
- **Quality:** We are committed to the highest standards of excellence through recruitment, training, teamwork, leadership, innovation and accountability.
- **Organization:** We value our members and have confidence in their individual initiative and ability to solve problems. We believe open, honest, and sincere communication is critical to a healthy work environment. We take pride and receive satisfaction from doing our very best. We recognize the importance of each team member, and do our utmost to encourage and assist one another to develop as individuals and professionals. We acknowledge teamwork as the key to attaining our goals.
- **Families:** We rely upon the support of our families and friends as we serve in an ever-changing and challenging world. The values we hold dear at home we also strive to share with the community: caring, honesty, fairness, stability, and friendship.

Organizational Chart



STAFF





Administrative Services

The Administrative Services division performs critical support functions that keep the Sheriff's Investigative, Patrol, and Detention divisions running smoothly. During FY 2013-14, the division contained 199 allocated positions.

The division commander was Captain Keith Douglass. His management staff included five lieutenants, 10 sergeants, the fiscal manager, the Sheriff's farm manager, the inmate programs manager, and the grants specialist. The division is composed of the Department's jail construction (AB 900) unit, jail compliance, farm, inmate programs, court services, business office, personnel and training, technical services, records, and grants.

Here are more details of units within Administration Services:

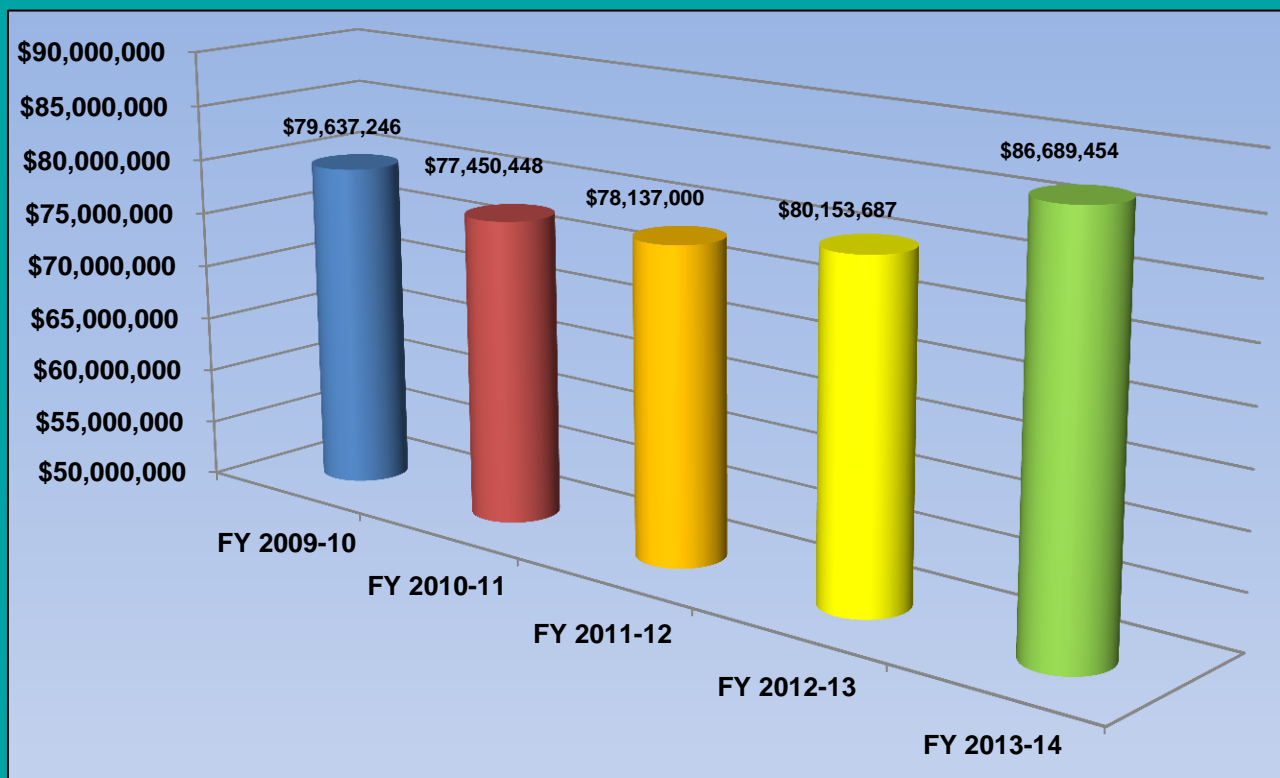
- **Automation:** The Sheriff's Automation Unit completed 8,055 requests for service during FY 2013-14. The unit maintains hundreds of laptop and desktop computer workstations; more than 100 mobile data terminal (vehicle) workstations; installs new computerized workstations; installs and maintains jail surveillance and other computerized equipment at sites across the County; and troubleshoots a diverse assortment of software and criminal justice databases that run on those computers. As the Sheriff's Department is a division of County government, Automation works very closely with the County's Information Technology department to keep critical electronic pathways running smoothly to the County's computer servers, where much of the data generated by the Sheriff's Department is stored. Automation also works with a number of vendors who supply computer products to the Department.

During FY 2013-14, the unit made significant progress on a large-scale project to replace all recording equipment for security camera systems at Main Jail in Visalia and the Bob Wiley Detention Facility at Sequoia Field. The new system converts the existing analog cameras to a digital format. Among benefits: the digital system will replace outdated equipment and more efficiently store jail recordings for a full year (the legal standard). This capacity eliminates the need for manual back-ups each month. The unit also installed 20 I-COP camera systems for patrol vehicles. The pilot project will test the benefits of I-COP, which is mounted in the patrol vehicles to record traffic stops. The system provides visual evidence of activities of both deputies and suspects during the stops.

Also under Automation are the Department's Crime Analyst and the 911 Coordinator. The Analyst compiles and analyzes crime statistics for the Sheriff's jurisdiction. The 911 Coordinator updates the Department's database on addresses within the Sheriff's jurisdiction, and networks with counterparts across the state for new equipment and software to incorporate into the Department's emergency dispatching operations.

- **Business Office:** The Sheriff's Business Office handles the day-to-day fiscal responsibilities for the Department. That includes accounts payable, accounts receivable, payroll, fiscal control of contracts, grant accounting, inmate welfare trust accounting, and the Department's monthly financial statements. It's a big job, as the following chart and table illustrate:

Sheriff's Operating Budget



During FY2013-14, here are some highlights of the workload of the Business Office:

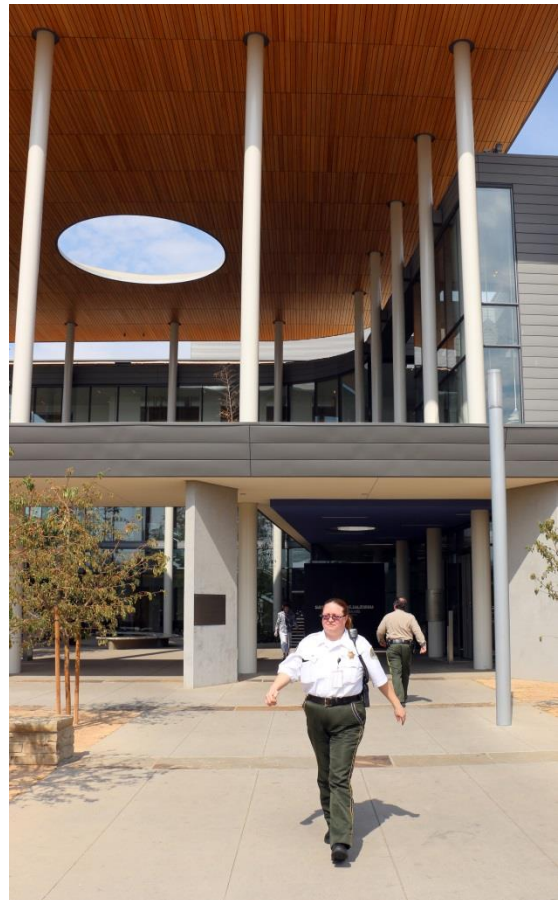
Business Office Workload	
Time sheets processed	19,630
Payroll Processed	\$61,082,046
Accounts Payable Processed	\$7,984,336
Total of Open Purchase Orders	\$3,959,833
Number of Vendors with Open PO's	103
Cash Received	\$22,055,467
Total Grants Administered	26
Total of Grant Awards	\$83,645,790
Total Contracts Administered	23
Total Contracts Amount	\$2,542,101
Trust Funds Administered	30
Amount of Trust Funds Administered	\$8,007,475
Cash Deposited in Inmate Welfare Trust	\$1,062,462
Disbursements from Inmate Welfare Trust	\$1,018,219
Board Agenda Items Prepared	25

- **Compliance:** The unit supervises compliance by the Detentions Division with federal, state, and local requirements for jails. The unit also handles transport of offenders to court appearances, medical facilities, other law enforcement jurisdictions, and for other purposes. During FY 2013-14, that amounted to 35,224 – a 5.4% increase from the previous year, and 18.5% above total trips five years ago.
- **Court Services:** The unit ensures the safety of judges, attorneys, witnesses, defendants, jurors, and the general public at locations for the Tulare County Superior Court system.

Court Services performs its duties under a state contract, which pays the salaries of unit staff. The County's largest courthouse (more than a dozen court-rooms) is located in the Civic Center complex in Visalia. Superior Court satellite locations are in Porterville, Dinuba, and the Adult Pre-Trial Detention Facility at Sequoia Field. The Department also provides security for the court system's Juvenile Justice Court north of Visalia and for Family Support Services in Visalia. During FY 2013-14, Court Services conducted 855,601 security screenings with metal detectors at these courts. The unit also escorted thousands of inmates to County courtrooms for hearings, trials, and legal motions.




New Courthouse: The new South County Justice Center opened in October 2013. The building has nine courtrooms, four are currently in use. The courthouse has a drive-in style secured, sally port for receiving inmates. There are separate holding cells for adult and juvenile offenders awaiting court appearances. A courtyard with walk-up windows allows visitors to pay fines and file certain forms without entering the building. This helps alleviate some of the traffic through the front doors.



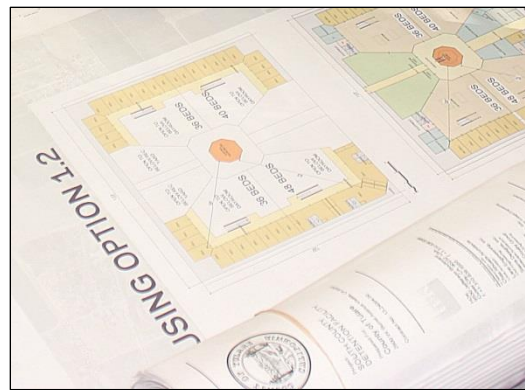
- **Civil:** The Civil unit serves a variety of court documents on a fee basis for the general public – including bank levies, civil warrants, eviction notices, and summons and complaints. Unit staff interact with a diverse population of people, such as business owners, landlords, attorneys, debtors, court personnel, and others. The unit processed 9,407 legal documents during FY 2013-14. The Civil unit charges fees for its services. The fees cover the unit's operating expenses. Excess income goes to purchasing replacement vehicles and

computerized equipment for the Department. A portion also goes for general operating expenses of the Department.

- **Farm:** The Sheriff's Farm is a major reason the Department is able to keep tight controls on foodservice costs for inmates and correctional staff. The farm, located adjacent to the Department's Sequoia Field detentions complex, grows everything from garden vegetables to beef cattle. Food processors and non-profit organizations also donate commodities to the Department.

Sheriff's Farm Production			
			
Feeding time: Sheriff's feedlot is near the Bob Wiley Detention Facility.			
CROP	FY 2012-13	FY 2013-14	Difference
Hay	11,248 bales	15,172 bales	↑ 34.9%
Grain	54 tons	36 tons	↓ 50%
Beef	52,432 lbs.	54,611 lbs.	↑ 4.2%
Pork	60,713 lbs.	81,545 lbs.	↑ 34.3%
Vegetables	68,348 lbs.	30,682 lbs.	↓ 123%

- **Grant Unit:** The Sheriff's Department operates a variety of local, state, and federal grant programs. The Department's grants specialist is charged with seeking new grant funding and renewing existing grants. During 2013-14, the Department had approximately \$83.6 million in active grants. The specialist works closely with Sheriff's management, the Department's fiscal staff, a variety of County departments, other law enforcement agencies, educational institutions, non-profit organizations, and other entities to prepare proposals and ensure that grants comply with County contract requirements. Additionally, the specialist generates management reports, composes letters of support, provides photography, and performs other duties.
- **Jail construction projects:** The Sheriff's Department is working with County administrative and construction staff on two major jail projects in Porterville and north of Visalia at Sequoia Field. The projects are being made possible by large grants from the Board of State and Community Corrections. The new jails, due to open within the next several years, will contain hundreds of new cells and classrooms for instruction designed to reduce recidivism. The new facilities will replace Main Jail at the Civic Center in Visalia and the Tulare County Men's Correctional Facility, a World War II vintage age pilot training facility at Sequoia Field.



Looking ahead: Plans for a new jail.

- **Inmate Programs:** The Sheriff's Department operates a variety of programs geared to nurture educational, vocational and emotional development of inmates. Inmates choose whether to participate in the programs. The idea is to prepare inmates to adjust better when they re-enter regular life after incarceration and to, hopefully, not re-offend and return to jail. In large part, these programs are funded by the inmates themselves – through profits on commissary purchases, telephone fees, and other assessments. The unit also receives grants to operate special programs. An example is the Department's long-standing Residential Substance Abuse Treatment (RSAT) Program. It's a residential program and inmates must commit to stay in the program a minimum of five months. RSAT is designed to develop the inmate's cognitive, behavioral, social, vocational, and other skills to solve substance abuse and other problems. RSAT is no longer just for male offenders. Recently, the Department began an RSAT program for female inmates.

In other classes and workshops, inmates can earn a high school equivalency diploma, work on anger management, learn to live without drugs, become a certified fork-lift operator, or become better parents. The Sisterhood of Grace, a local non-profit organization, offers group and individual counseling for women inmates at Bob Wiley Detention Facility. The volunteer

teaching staff concentrates on building skills to help these women overcome personal obstacles to lower their chances of re-offending and returning to jail. When each participating inmate is nearing release from jail, the Sisterhood works with an extensive network of public agencies and non-profit organizations to line up needed services to increase the inmate's chance of successfully reintegrating into society. Inmate Programs served 6,484 inmates with drug abuse, parenting, counseling, education, vocational, and other instructional and behavior modification training during FY 2013-14.

- **Personnel & Training:** This unit coordinates hiring, training, promotions, and provides equipment for Sheriff's staff members. This fiscal year there were job fairs in Tulare, Kings, Fresno and Kern counties attended for recruitment. Special visits were made to the police academies in Tulare-Kings, Fresno and Kern counties for recruitment. And special recruitment events held for military veterans, and students enrolled in criminal justice studies at schools in the Tulare, Kings, Fresno and Kern counties. There was also recruitment conducted on social media with 5,180 people showing interest.

During the FY 2013-14, Personnel & Training processed 840 applications for employment with the Sheriff's Department. That included 790 applications for Deputy Sheriffs, Deputy Trainees, Correctional Deputies, and Detention Services Officers. There were 165 people applied to be civilian volunteers or to serve as deputies in a reserve (unpaid) capacity. Due to the sensitive nature of law enforcement, a background check was performed on each applicant, including volunteers who join the Department's staff. The Department hired and promoted a combination of 144 applicants for paid and volunteers positions.

The unit also coordinated workshops, and other training for Sheriff's staff during the year. This included regular firearms instruction to 597 sworn officers at the Sheriff's range in Tulare to maintain state proficiency standards for firearms usage. Much of the rest of the training also was performed so that Department personnel meet or continue state training standards for peace officers (POST) and standards training and for corrections (STC) which resulted in over 3,358 training sessions. These training sessions were completed at the agency and also at specialized training centers. There was a total of 20,468 hours of formal training provided to sworn staff. Staff covered under POST mandates are required 24 hours of training every two years. Staff covered under STC mandates are required to receive 24 hours of training each year. This training varied from specialized firearms (patrol rifle), Homeland Security, Search and Rescue, Impact Weapon and Force Option Simulator.

There were some additions to specialized training and equipment during the fiscal year. The Department received and began using a Force Option Simulator, a computerized system that used to prepare staff for critical situations where decisions on use of force must be made on a split-second basis. Also, the unit also replaced a variety of used weapons for the Department.

- **Internal Affairs:** This sub-unit of Personnel Training conducts investigations of possible allegations of misconduct by Sheriff's deputies and civilian staff. The unit handled 79 Internal Affairs investigations during FY 2013-14. The Department investigated additional incidents referred to as Administrative Reviews during the year. Administrative Reviews are generally for less substantial matters than Internal Affairs investigations, such as looking into a minor traffic accident involving a department employee.
- **Records Department:** The Sheriff's Records Department functions as a service center for requests from Department staff, other government agencies, and the general public. Records serves as a library for outstanding criminal warrants, criminal histories on inmates in the County jail system, and other Department documents. The unit has its own vocabulary. "Live scans" refer to electronic scanning of someone's fingerprints (often done for people applying for a job). "Serna motions" refer to an application for a hearing questioning service of a warrant. "CCW" refers to a permit to carry a concealed weapon.

Records Workload		
Service / Activity	FY 2013-14	% Difference from 2012-13
Phone Calls	34,210	↓ 2.2%
Serna Motions	271	↓ 24%
Subpoenas	396	↑ 2%
New Concealed Weapon Permits	1,032	↑ 44%
Renewals of Concealed Weapon Permits	1,309	↑ 13.5%
"Live Scans"	4,271	↑ 12.3%
Sex Offender Registrations*	263*	↓ 348%*
Administrative Tows	147	↓ 21%
New Arrest Warrants	21,171	↑ 4.4%
Served or Recalled Arrest Warrants	21,373	↑ 11%
Front-counter Contacts	8,290	↓ 5.6%
*Most sex offenders now register at Sheriff's Day Reporting Center.		

Patrol



Rugged terrain: The Department's resident deputies patrol the foothills and mountains of eastern Tulare County.

Patrol deputies are the face of the Sheriff's Department in the communities we serve throughout the County. The deputies patrol vast areas of valley, foothills, and mountainous areas of the County in the Department's white patrol sedans, sports utility vehicles, and pick-up trucks. During FY 2013-14, the division contained 173 allocated positions. The commander was Captain Scott Logue. His management staff included four substation lieutenants (each commanding one substation), two night-watch lieutenants, a support services lieutenant, and 20 sergeants.

The department's patrol area is extensive -- roughly the size of the State of Connecticut. The average patrol beat is approximately 250 square miles. This rural landscape is home to around 145,000 people. Thousands more visit the area each year to spend time with relatives, enjoy the County's two national parks, national forests, and for business or employment.

The division's deputies offer around-the-clock coverage of this agricultural and mountainous terrain 365 days a year. These patrol deputies are based in four substations: (1) Visalia, based at Sheriff's headquarters; (2) Cutler-Orosi; (3) Porterville; and (4) Pixley.

The patrol division responds to all calls for service from the general public – everything from petty thefts to homicides. The division's deputies interview victims, witnesses, and alleged suspects; write crime reports; and, when necessary, take people in custody and transport them to jail. As appropriate, the deputies refer cases to one of the Department's investigative units for further investigation. The deputies also testify in court trials on their cases.

The Patrol Division contains a number of specialized units:

- **Aviation Unit:** The Sheriff's Aviation Unit deployed the Department's new light sport aircraft on a full-time basis for the first time during FY 2013-14 to increase efficiency of operations for patrol, investigations, and search-and-rescue units. The small airplane includes a fuel-efficient engine and low maintenance design to minimize operational costs. Still, the plane contains much high-tech equipment, including infrared detection that allows flight crews to spot suspects during the night and relay positions to Sheriff's deputies on the ground. The two-person flight crew consists of a pilot and an observer. Volunteer pilots also take turns piloting the plane, increasing flight time while lowering operational costs. Local residents volunteered a total of 1,443 hours in the air or on the ground for the unit during the fiscal year.
- **Bomb Disposal Unit:** The Department's highly trained Bomb Disposal Unit safely handles and disposes of improvised explosive devices, commercial explosives, military ordinance, suspicious packages/letter, and hoax devices. The unit's equipment includes heavily padded bomb suits, specialized bomb disposal tools, and a state-of-the-art bomb disposal robot purchased with Homeland Security funds. The Sheriff's Bomb Unit entered into an agreement in 2010 with the Visalia Police Department's bomb unit to share resources, increasing the efficiency of both groups. The Bomb Unit is available to respond to assist other agencies including local, state or federal when requested.
- **Communications Center:** The Sheriff's emergency dispatchers comprise a communications nerve center for the Department. The dispatchers answered 237,277 calls during FY 2013-14. These included 203,646 from the Sheriff's patrol jurisdiction (rural Tulare County), and a total of 29,237 from small cities and a community college that contract with the Department for emergency dispatch services. The latter included 11,825 calls from Exeter, 11,776 from Farmersville, 5,631 from Woodlake, and five from the College of Sequoias. In addition, the Department received 4,394 calls from areas outside all of the above jurisdictions.

The dispatchers swiftly forwarded calls regarding fires and requests for medical aid to County Fire and ambulance services, respectively. When a call involved a crime, a



911: Sheriff's emergency dispatchers field thousands of calls for service every year.

domestic disturbance, a heated dispute between neighbors, or another pressing matter, the Communications Center quickly dispatched a patrol deputy to the scene. However, many calls are for non-emergencies, including loud music, status of an inmate, and barking dogs. There are also Dispatchers actually receive thousands of calls each year that are phantom, not the

result of someone dialing the department. This typically happens when people sit on their cell phones tucked in a back pocket and the phone automatically dials "911."

- **Dive Team:** The Sheriff's Dive Team is made up of deputies who are certified as Scuba divers. Team members enter the County's lakes, canals, and rivers to recover evidence in crime cases; rescue drowning people; and recover bodies. The team often operates in waters with zero or near-zero visibility and swift currents. The divers also encounter frigid water temperatures during winter and early spring. The unit often teams up with the Department's Search-and-Rescue (SAR) squad on swift-water rescues and body recoveries.
- **K-9 Unit:** The Tulare County Sheriff's Department K9 Unit was utilized 97 times for various reasons during FY 2013-14. These included 72 searches. The unit made 67 apprehensions or finds of drugs, explosive devices / guns, and individuals fleeing law enforcement. In addition to serving the Sheriff's Department deputies, the unit is available at no charge to other law enforcement agencies. The team showcases its expertise in 17 public presentations to school and civic groups during the fiscal year. The unit also competes against similar K9 units from around the state in various competitions. Each spring, the Sheriff's Department and the Visalia Police Department host the Sierra K-9 Trials, which draws law enforcement canine units from across the state and is the longest-running canine competition for law enforcement on the West Coast.

- **River Patrol:** This unit, based out of the Cutler-Orosi Substation, patrols the Kings River along the northern border of Tulare County. The unit gets busy between Memorial Day and Labor Day – when snowmelt from the Sierra-Nevada Mountains brings residents and visitors alike out in large numbers to swim, fish, pilot an assortment of watercraft and otherwise enjoy the river. The River Patrol unit enforces local and state laws for use of public waterways. The unit also comes to the aid of people in danger of drowning or in other distress. The Dive Team also participates in holiday details on the Kern River. The unit gets assistance from the Sheriff's Dive Team during heavy-use periods, such as holidays.



Watery beat: The River Patrol unit patrols the Kings River near the Fresno County border.

- **Search and Rescue:** The Department has a dedicated group of trained deputies and volunteers that form its search-and-rescue unit (SAR). During FY 2013-14, SAR responded to 31 incidents, logging a total of 2,933 man hours. With each incident, the team provides effective, efficient use of resources to safeguard human life and hasten the recovery of lost, injured, or stranded individuals. This involves quick and safe responses of trained personnel with appropriate equipment, employing effective SAR techniques. Tulare County is home to both the fertile San Joaquin Valley and the vast Southern Sierra Nevada Mountains. The elevation changes dramatically from near sea level in the valley to approximately 14,494 feet (the summit Mount Whitney, tallest peak in the lower 48 states). The County encompasses the Sequoia National Monument and Forest, Sequoia/Kings Canyon National Park, the Golden Trout Wilderness Area, Jennie Lakes Wilderness Area, Inyo National Forest and others. Tulare County Sheriff's Department

SAR works closely with the California Governor's Office of Emergency Services and will respond to assist other jurisdictions upon OES request.

➤ **Sheriff's Youth Programs:**

- **Explorers:** The Sheriff's Department also operates Explorer Post 355. The post is affiliated with Boy Scouts of America. The Explorer program provides career-related



Meeting the challenge: The Sheriff's Explorers compete at a regional competition for Explorers at the Tulare County Fairgrounds in March 2014.

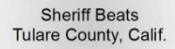
skill development for youth, ages 14 to 21 years old. The Sheriff's Explorer post has a total of 67 members. Each substation has a subgroup of this membership. Deputies supervise each Explorer meeting and activities. The youth receive training in law enforcement skills, such as report writing, police radio operation, and communications. Additionally, the Explorers are trained in simulated law enforcement scenarios – such as stopping vehicles containing people who have just committed a felony or dealing with medical emergencies. The post takes part in competitions with other posts, which measures law enforcement skills, teamwork and individual skills. The Sheriff's post hosts an annual Explorer competition for California posts each spring. The Sheriff's Explorers serve as role models for other youth during anti-gang and other presentations made by the Sheriff's Department in classrooms across the County. Many deputies started off as Explorers. However, youth with other career aspirations have also benefitted by the discipline, team and individual skill development that youth receive as Explorers.

- **Sheriff's PAL program:** The Sheriff's PAL program works with low-income children ages 8 to 12 in rural areas of the County. The Sheriff's community-based deputies reach out to these children with fun activities and encourage them to achieve in the classroom and stay out of trouble. This fiscal year, the deputies took more than 130 such youth to Pismo Beach for a three-day camping experience; treated 100 youth for a day at the Tulare County Fair; and hosted a Holiday Party for 300 children with music, dancing, games, food, and presents. PAL also gave away 225 bicycles to low-income youth.
- **Volunteers:** The Department is truly fortunate to have the free services from hundreds of public spirited citizens. Collectively, these volunteers contributed thousands of unpaid hours during FY 2013-14. These volunteers performed a diverse number of activities that contribute to the Department's public safety mission from front-line duties (such as participation in search-and-rescue operations) to behind-the-scenes efforts (such as clerical work at substations). The main volunteer programs that serve the Department include:
 - **Volunteers in Patrol:** Dozens of public-spirited people are active in the Sheriff's Volunteers in Patrol (VIP) program. The VIPs pick up and deliver mail, reports and other items between Sheriff's installations around the County. They relay patrol cars to substations, or drive them for service or repair to the County motor pool or car dealers. They provide traffic control at crime scenes and support functions with special enforcement operations. They assist with Department search-and-rescue operations, perform clerical duties at headquarters and substations; and provide essential support for the Department in other ways.
 - **Sheriff's Posse:** The Posse formed in 1940 as a way for local farmers and ranchers to assist the Sheriff's Department. That tradition continues with local volunteers. The Posse represents the Sheriff's Department, typically on horseback, at parades and other public events. But the public-spirited unit also saddles up to help out on search-and-rescue missions by the Department's SAR unit.
 - **Chaplains:** Local ministers volunteer their services for the Department. Some chaplains ride along with patrol deputies to provide comfort for crime victims. Chaplains also are on hand to provide counsel to Sheriff's staff at times of stress. Additionally, two chaplains from Good News Jail & Prison Ministry are paid by the Inmate Trust Fund and other sources to provide counseling and Bible study to inmates. These chaplains also assist with training and supervision of the volunteer chaplains who work in the jails. By the way, all volunteers in the jails must attend an annual training session which covers safety and other special considerations of working with inmates.

- **Sequoia Mountain Rescue:** This group of volunteers specializes in difficult rescues in alpine environments. They work closely with the Department's search-and-rescue unit on cases where hikers, fishermen, and others need assistance in rough terrain of the Sierra-Nevada Mountains.



- **Drug and alcohol counselors:** Volunteers from Alcoholics Anonymous and Narcotics Anonymous work with inmates at the jails who have drug or alcohol problems. The Narcotics Anonymous volunteers also assist with the Department Residential Substance Abuse Treatment (RSAT) program, a successful program for inmates with a history of substance abuse.



Partner in the Community ...

The Sheriff Department's is well known for responding to crimes, taking suspects into custody, and then taking them to jail. But the Department's relationship with the community goes far deeper than that.



Giving away bikes & smiles: Each December, the Department gives away bicycles purchased with donated funds to children. The happy event brings smiles to the faces of children and deputies alike.



Each year, Department sworn and support staff attend town council meetings, Cub Scout meetings, Tribal Council meeting, Red Ribbon Week festivities, parades, rodeos, Sheriff's police

activity league events, fund-raisers, the Apple Festival, Sheriff's K-9 unit events, VIP meetings, service club meetings, and a variety of other public and private events. That amounted to 434 events during FY 2013-14.

Plus, that does not take into account many of the school and community contacts that our community-based deputies make each year.

"The residents of Tulare County are more than just our clients," Sheriff Mike Boudreaux says. "They are our neighbors, friends, and family."

Sometimes, that just means putting a smile on a child's face. Each year, the Sheriff's PAL program takes hundreds of low-income children to the beach each summer, to the fair each fall, and throws them a large Holiday Party in December. But maybe the widest smiles come earlier in December when the Department, with help from our friends in the community, gives many of these children their first bicycle. That amounted to 225 bikes this year.

The Sheriff's Explorer program is another youth program for the Department. Designed for youth ages 14 to 21, the program builds character in participants while teaching real-life law enforcement skills, such as conducting interviews at crime scenes and handling traffic stops safely and efficiently. Our Explorers test their mettle against other troops, both locally and regionally. Our kids consistently are among the top groups in these contests. Plus, some of our Explorers eventually join the Department and become outstanding deputies.

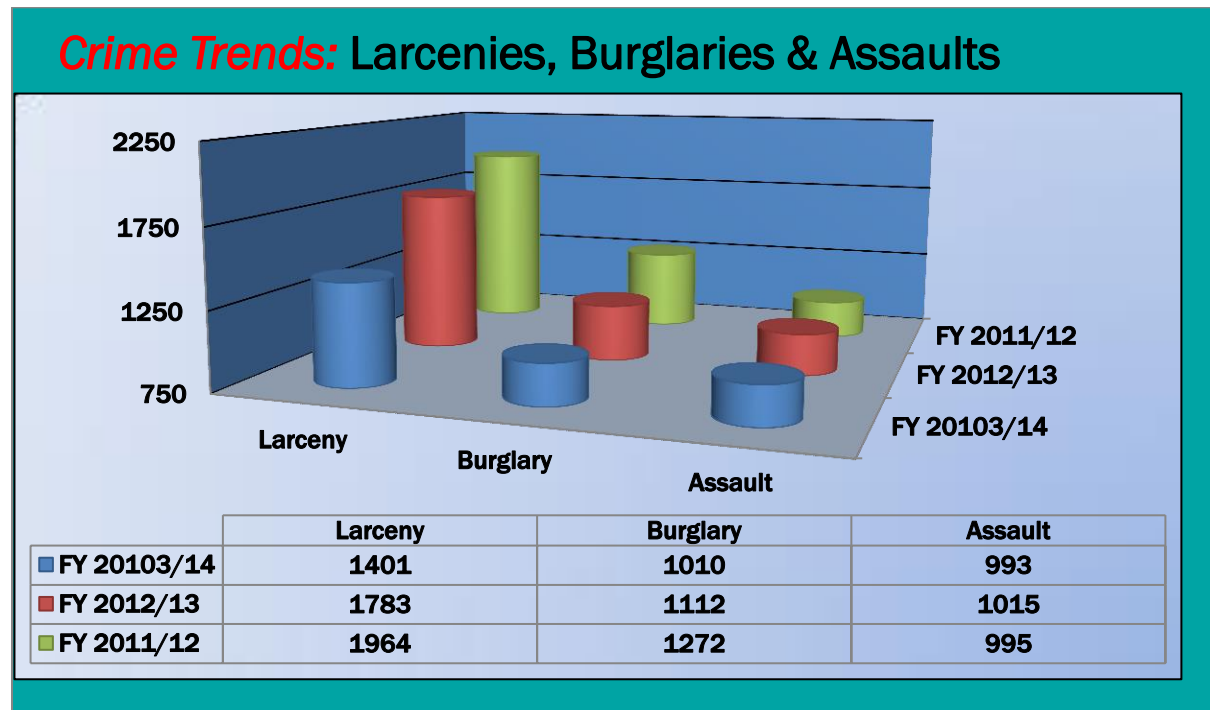
Our deputies also give many presentations to adults and children on how to avoid being a crime victim. They work closely with schools on campus safety plans. They give talks and have face-to-face counseling sessions with students on the consequences of joining a gang, reporting bullying, and other variety of topics. As a Department, we regard those counseling sessions as wise investments in contributing to the future public safety of the County.

Our court division participates in Kids Court, which is designed to prepare children who are victims or witnesses of crimes to testify in trials. Children are brought to the Visalia Courthouse, where a mock trial session is conducted. Court rules are explained in a relevant way, such as an attorney stealing a hat off of a stuffed bear and trying to run away. The bailiff is responsible for stopping the attorney from running out of the courtroom with the hat. The bailiff also helps direct the children, who will be testifying, to the stand to be sworn in, as they would in an actual trial. The children then get to testify about the stolen bear.

Investigations

The Sheriff's Investigative Division collects evidence on serious crimes committed within the Department's jurisdiction. During FY 2013-14, the division contained 93 allocated positions. Eighteen positions (19 percent) were vacant as the fiscal year drew to a close. The commander was Captain Michael Watson. His management staff included four lieutenants and 11 sergeants.

Here's comparison data for some serious crime categories that the Sheriff's Department worked during the past three years:



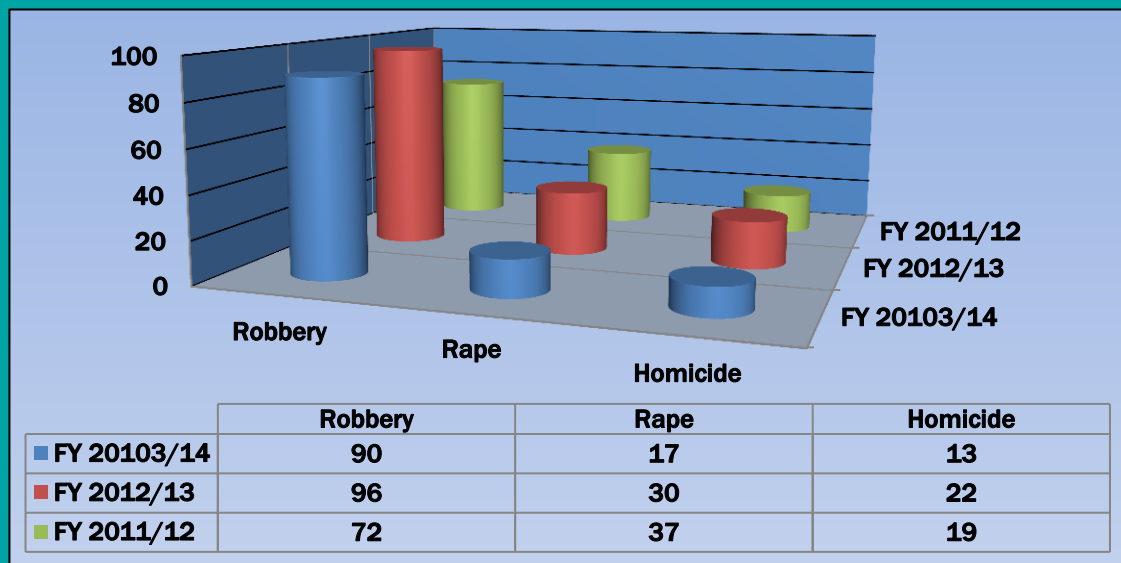
Division detectives interview victims, witnesses, and alleged perpetrators. The Department's Crime Lab sifts through fingerprints, traces of blood, and other evidence left at crime scenes. Division personnel work with other local, state, and federal agencies to solve crimes and bring perpetrators to justice.

The Investigations Division is divided into four bureaus: Crimes Against Persons; Gang Suppression; Narcotics; and Property / Agricultural Crimes.

The Division investigates everything from illegal drug deals to homicides to thefts of farm machinery. Here are the key units:

- **Crimes Against Persons:** The Sheriff's Crimes Against Persons bureau is made up of three separate units: Violent Crimes, Juvenile Crimes, and the Coroner's Unit.
 - **Violent Crimes:** This unit investigates homicides in the Sheriff's jurisdiction along with scores of other violent crimes against County residents and visitors, such as assault and rape. The unit carefully investigates suspects, witnesses, sifts through evidence, and coordinates with prosecutors. Violent Crimes has a subunit with seasoned detectives devoted to solving "cold cases" that have eluded solution for years, or in some cases decades.

Crime Trends: Robberies, Rapes & Homicides



- **Juvenile Crime:** Detectives in the Juvenile unit investigate cases, often grisly, involving suspected child abuse, including physical abuse and neglect, sexual abuse and exploitation, at-risk missing or runaway juveniles, and other cases involving children. The unit investigated 18 cases of rape / unlawful sexual intercourse; seven cases of physical abuse or neglect; three cases of child pornography; 81 cases of sexual abuse of children; and 27 missing person cases.
- **Coroner's Unit:** During FY 2013-14, a total of 1,020 cases were referred to the Coroner's division. Six hundred and fifty-four of these were determined not to be coroner's cases. The cause of death was determined to be the following for the 366 remaining cases: accidental (39); homicide (41); natural (171); stillborn (24); suicide (41); traffic accident (48); and undetermined (2). The Coroner's Unit role

is to determine the mode and manner of all traumatic or unexpected deaths throughout the County. This includes homicides, drowning victims, suicides, stillborn children, traffic accident victims, and “natural causes,” among other violent or suspicious reasons for death. Many cases are determined not to be Coroner’s cases due to the fact that a physician was aware of the deceased condition and determined it was fatal. Two physicians perform autopsies for the Coroner’s Office in cases where the cause of death is not apparent, or to collect evidence for deaths caused by a crime, such as a homicide. The unit also determines suicide is the cause of death. With such a heavy workload of cases, the full-time staff of the Coroner’s Office is assisted during the evening hours by Patrol deputies, who start the paperwork on deaths caused by standard traffic accidents and natural causes.

- **Gang Suppression:** The bureau is divided into North County (five detectives) and South County (four detectives) units. The units arrested 271 suspects of crimes; participated in 281 searches of individuals on parole or probation; responded to 266 requests for assistance from inside the Sheriff’s Department and from outside agencies; and recovered 30 firearms from crime suspects, among other activities. Also, the units cooperate extensively with County, regional, and state law enforcement agencies on gang-related investigations. Under a state grant, the units share intelligence on gang members and activities via a secure Web site with regional law enforcement officers assigned to gang details. The Department also works closely with the Tulare County District Attorney’s Office in implementing “gang injunctions” in rural communities. The injunctions make it illegal for gang members to associate with each other in public.



Gang affiliation: Tattoo on a Norteno gang member.

- **Narcotics:** Tulare County has several characteristics that make it ideal for people trafficking in illegal drugs. The County’s vast amount of federal lands (often rugged mountainous terrain) is favored by large-scale cultivators of illegal marijuana. Tulare County’s centralized location in California makes it a good hub to distribute marijuana and a variety of other illegal drugs on the West Coast. Finally, widespread poverty in the County translates to a ready market for methamphetamine, a

devastating drug with a relatively cheap street price. The Department battles the illegal drug trade with experienced investigators, collaborations with other law enforcement agencies, and a patchwork of local, state, and federal funds to finance enforcement operations.



Marijuana: The Sheriff's Tactical Enforcement Team (STEP) spends much of its time eradicating illegal marijuana from late spring through the fall. During FY 2013-14, the team eradicated 336,036 plants, a 57% increase from the previous year. The Sheriff's Department has teamed up on eradication efforts with the Tulare County Resource Management Agency, which operates heavy equipment during many of the operations.

- Specialty investigative units in Narcotics:** There are specialized units within the Sheriff's Narcotics department which track down, arrest, and testify in cases involving methamphetamine, cocaine, heroin, and other illegal drugs. These units collaborate with local police departments, federal anti-drug task forces, prosecutors, and other law enforcement professionals to



Meth lab: This local methamphetamine lab was the target of a raid by the local High Intensity Drug Trafficking Area (HIDTA) task force. The is one of two major drug task forces in which the Sheriff's Department participates.

- bring drug cultivators and traffickers to justice. The Sheriff's Narcotics Task Force (NTF) and the Clandestine Laboratory Enforcement Unit (CLEU) have focused on dismantling large-scale narcotics organizations. During FY 2013-14, NTF and CLEU accounted for: nine search warrants, 14 "control" buys of narcotics, 18 felony arrests, 32 misdemeanor arrests, 38,868 illegal marijuana plants, 153 pounds of processed marijuana, two clandestine drug labs, 13,900.75 grams of methamphetamine, 4 grams of heroin, 4.9 grams of hashish, 1.8 grams of cocaine, and 42 weapons.
- Protecting children:** Unfortunately, these illegal drug operations do not exclusively include adults. The Department, in its drug enforcement actions, tries to protect children of meth addicts and drug users. Children are sometimes found by investigating officers in places where drugs are being produced or consumed by adults. When that is the case, the Department works closely with Child Welfare Services and other health-care agencies to remove the children from these toxic environments.
- Collaboration with other agencies:** The Department supervises the Tulare County Inter-Agency Narcotics Enforcement Team (I-NET), funded by a state grant. The team includes detectives from local police departments, each of which

could not afford to dedicate a detective to narcotics investigations. The Department also assigns detectives to the South Tri-County High Intensive Drug Trafficking Area and the Drug Enforcement Administration. These units are comprised of personnel from the state Bureau of Narcotics Enforcement, the federal Drug Enforcement Administration, and local law enforcement agencies in Kings, Kern, and Tulare counties.

- **Property / Agricultural Crimes:** Most of the bureau's cases involve property crimes, such as thefts and larcenies (thefts where no victim is present at the scene). A special squad focuses exclusively on agricultural crime.

Property Crimes		
CATEGORY	FY 2013-14	% Difference from 2012-13
New cases	759	↓ 14.3%
Closed cases	228	↑ 5%
Felony arrests	96	↓ 46.8%
Recovered property (value)	\$359,365	↓ 50.7%

- **Property Crimes:** This unit investigates property crimes throughout the Sheriff's jurisdiction. The most common investigations for these detectives are armed robberies, assault with a deadly weapon, burglaries, elder abuse, embezzlement, fraud, fictitious checks, grand theft, and identity theft.

- Agricultural Crimes:** Tulare County is one of the top agricultural counties in the United States. This investigative unit of the Sheriff's department investigates stolen farm chemicals, commodities, tractors and other farm equipment, vehicles, farm-related vandalism, and miscellaneous crime that occurs in the County's abundant and diverse agricultural industry (along with Fresno County, Tulare County regularly ranks among the top two agricultural counties in the United States). The squad works closely with the Tulare County District Attorney's Office, which provides funding for the group through a state grant.

Agriculture: Stolen Property & Recoveries		
ITEM CATEGORY	Loss Amount ¹	Recovery Amount ¹
Chemicals	\$66,300	\$0
Commodities	\$51,578	\$2,558
Farm Equipment	\$801,730	\$477,940
Fuel	\$53,574	\$1,621
Livestock	\$20,190	\$2,080
Metal	\$100,946	\$40,520
Tractors	\$535,200	\$479,200
Vehicles	\$90,848	\$52,998
Miscellaneous items	\$910,133	\$398,007
Vandalism	\$234,035	\$0
TOTALS	\$2,864,534	\$1,454,924

¹Thefts committed in Tulare County or elsewhere with property recovered in the County.

- **Cal-ID:** The Sheriff's Department participates in this state-wide program sponsored by the California Department of Justice. The Cal-ID fingerprint technician is stationed at the Sheriff's crime lab. The technician checks palm prints and fingerprints collected at crime scenes by Sheriff's deputies and detectives. The technician matches these prints from fingerprint databases at the Department and the DOJ for possible matches. In certain cases, she also will check the crime scene prints against those of a suspect identified during the investigation of the crime but whose prints are not yet included in the local or state databases. During FY 2013-14, the technician processed 443 pieces of evidence for latent fingerprints, and matched 39.6% of those to people in local and state databases, up from 32.1% matches in the previous year.
- **Property and Evidence Unit:** The Tulare County Sheriff's Department's Property and Evidence unit is primarily responsible for the receipt and storage of all evidence seized by members of the department. During FY 2013-14, the unit received 15,077 items of evidence – up 41.5% from five years ago. This unit is also responsible for conducting federal traces of seized firearms and the proper disposal of evidence items. This unit also stores and distributes some department supplies.
- **Crime Lab:** The Sheriff's Crime Lab assists all the Department's investigative units with collection and analysis of physical evidence in crimes. The unit is called out to crime scenes in the Sheriff's jurisdiction hundreds of times each year. They take photographs of each crime scene. They collect, bag, and label blood samples and other bits of evidence at the scenes, being careful not to leave any fibers from their clothing or otherwise compromise the scene. Back at the lab, the unit meticulously takes fingerprints off weapons, shards of glass or other evidence left at the scene. They properly prepare blood samples for DNA and blood typing by a California Department of Justice forensic laboratory. The unit works closely with Sheriff's detectives in putting together the jig-saw puzzle of individual cases leading to resolutions of individual crimes. During FY 2013-14, the Sheriff's Crime Lab received 1,775 requests for service; processed 1,391 latent fingerprints (not able to be seen by the naked eye); compared 1,361 pairs of fingerprints; processed 70 crime suspects; and handled 458 requests for photos from the District Attorney's Office.

Detentions / Operations

The Sheriff's Department operates four jails, inmate programs, a variety of alternatives-to-custody programs, and the Sheriff's Farm. A majority of employees for the Sheriff's Department work in Detentions.



Full house: The Tulare County Jail System housed more than 1,650 offenders on the average day in FY 2013-14.

The Department receives and processes people arrested for crimes by Sheriff's deputies, along with officers of the County's eight municipal police departments, the California Highway Patrol, and local law enforcement task forces. The County has four jails operated by the Department. That includes three jails at the County's Sequoia Field complex in rural northern Tulare County and a fourth jail adjacent to the Tulare County Superior Courthouse in Visalia.

During FY 2013-14, Detention Operations contained 355 allocated positions. The commander was Captain Cheri Lehner. Her management staff included four lieutenants and 33 sergeants.

Here are some key components:

- **Jail system:** The Department operates Main Jail in Visalia, the Bob Wiley Detention Facility, the Adult Pre-Trial Detention Facility, and the Men's Correctional Facility

(MCF) at the County's Sequoia Field complex in rural northern Tulare County. The County Jail System has a capacity of 1,648 useable beds.

County Jail System



Full House: Overcrowding in the Jail System was a constant challenge during FY 2013-14.

CATEGORY	FY 2012-13	FY 2013-14	Difference
Bookings per month	1,463	1,572	↑ 7.5%
Avg. Daily Population ¹	1,644	1,666	↑ 1.3%
Inmate meals	2,114,111	2,302,181	↑ 8.9%
Inmate transports ²	32,825	35,224	↑ 7.3%

Notes:

1. Jail System had a useable bed capacity of 1,648 in FY 2013-14.
2. Transport to court hearings and trials, hospitals, state and federal prisons, extraditions, and for other reasons.

Following are some key components on the Tulare County Jail System.

- **Alternative sentencing programs:** The Sheriff's Department operates several alternative-to-incarceration programs – the Sheriff's Work Alternative Program (SWAP), the Day Reporting Center (DRC), and Weekender (WE). During FY 2013-14, the Department served 1,608 offenders with these programs. The programs are open on a volunteer or court-ordered basis to non-violent inmates who meet the qualifications of each program. DRC is designed for indigent inmates. Weekender participants are ordered to do so by the court. Weekender, by the way, was originally constructed for work projects on weekends only. Now, those projects can be any day of the week. For both DRC and Weekender, inmates perform lawn maintenance and general labor duties around Sheriff's facilities at Sequoia Field and the Department's substations. SWAP originated to allow inmates to continue to support their families by participating in County work projects at times that does not conflict with paid employment. The SWAP workers, like their DRC and Weekender counterparts, perform general labor duties on work assignments. But those assignments can be at any of 40 work sites at government agencies and non-profit organizations around the County. SWAP workers pay to participate in the program, and thus help the Sheriff's Department defray supervision costs. By law, DRC participants do not pay to take part in the program. Weekender participants pay to participate at rates determined by the court system.
- **Sheriff's Emergency Response Team (SERT):** The jail system has experienced an influx of more serious offenders since the implementation of AB 109 in October 2011. The Sheriff Department formed the special unit to meet the increased challenge of maintaining the safety and security of our correctional facilities. The SERT team, composed of an elite corps of correctional deputies, receives on-going tactical training, specialized weapons and other tools to suppress facility threats. During FY 2013-14, the SERT team was called out to respond to three different cell extractions for inmates causing major disturbances. The unit also teamed up in September 2013 with other law enforcement agencies to conduct a major search for contraband at the Bob Wiley Detention Facility. The raid was the result of Operation Jason, a six-month investigation into hidden narcotics and other contraband at the jail that focused on Norteno gang members. Approximately 190 inmates were removed from their cells during the raid and their cells thoroughly searched. Two cellphones and numerous bindles of narcotics were confiscated.
- **Engraving:** The Sheriff's engraving unit makes plaques, trophies, awards, and other engraved items for government agencies and non-profit organizations. The unit designs and produces graphics for the Sheriff's patrol cars and other vehicles. The engraving unit teaches inmates useable skill sets, such as graphic design, layout, and production. In the process, these offenders build post-custody job readiness. During FY 2013-14, the unit upgraded their equipment by purchasing a 64-inch cutting plotter that precisely cuts vinyl for large-scale graphic designs.

Contact Us

ADMINISTRATION

Anonymous Tips on Crimes (24 hours a day)

- 559-725-4194
- tcsso@tipnow.com

Administrative Center

- 559-636-4625
- 2404 W. Burrel Ave., Visalia, CA 93291
- Office Hours: 8 a.m. to 5 p.m. Mondays through Fridays (closed holidays)

Business Office

- 559-636-4628
- 2404 W. Burrel Ave., Visalia, CA 93291

Communications Center (24 hours a day)

- Emergency: 911
- Non-emergency: 800-808-0488

Media Inquiries

- 559-636-4695
- 800-808-0488 (toll-free, 24 hours)
- SheriffPIO@co.tulare.ca.us

Personnel & Training (employment)

- 559-735-1825
- 800-757-9907 (toll-free)
- 5959 S. Mooney Blvd., Visalia, CA 93277

Records Division

- 559-636-4724
- 2404 W. Burrel Ave., Visalia, CA 92391

CIVIL SERVICES and COURTS

Civil Services

- 559-636-5090
- 221 S. Mooney Blvd., Room 102, Visalia, CA 93291

Court Services

- 559-636-5090
- 221 S. Mooney Blvd., Room 102, Visalia, CA 93291

DETENTIONS

Adult Pre-Trial Facility

- 559-735-1750
- 36650 Road 112, Visalia, CA 93291

Bob Wiley Detention Center

- 559-735-1700
- 36712 Road 112, Visalia, CA 93291

Main Jail

- 559-636-4655
- 2404 W. Burrel Ave., Visalia, CA 93291

Men's Correctional Facility (MCF)

- 559-735-1650
- 36008 Road 112, Visalia, CA 93291

SUBSTATIONS

Cutler-Orosi

- 559-591-5810
- 40765 Rd. 128, Cutler Ca. 93615

Headquarters

- 559-636-4625
- 2404 W. Burrel Ave., Visalia, CA 93291

Pixley

- 559-685-2666
- 161 N. Pine St., Pixley, CA 93256

Porterville

- 559-782-9650
- 379 N. 3rd St., Porterville, CA 93257

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